

**CHILDREN'S HOSPITAL CENTRAL CALIFORNIA**  
**FY2010**  
**COMMUNITY BENEFITS**  
**ANNUAL REPORT**

**I. INTRODUCTION**

Children's Hospital Central California has a rich history. In 1949, a group of five civic-minded women decided the children in the Central San Joaquin Valley needed and deserved to be cared for, close to home, by physicians and health care professionals dedicated just to children's health. In 1952, through persistence and devotion to their dream, Valley Children's Hospital and Guidance Clinic became a reality.

In the ensuing years, Children's Hospital continued to add beds and services to meet a growing demand, and today, at 340 beds, is the premier pediatric specialty provider in the heart of the Golden State.

**Mission**

The Mission of Children's Hospital is to provide high quality, comprehensive health care services to children regardless of their ability to pay.

**Vision**

Children's Hospital, with its physician partners, will be the pre-eminent provider of pediatric services for Central California and the western United States, and an indisputable resource for healthcare solutions, information and advocacy for children in an expanding pediatric market place.

**Core Values**

The following core organizational values guide the investments and support provided by Children's Hospital's Community Benefits Program.

*Excellence* - We depend on exceptional people to provide exceptional quality health care and services throughout Children's Hospital. We set high standards and we support each other as we strive to achieve them. We invest in each other and we value the individual and cultural differences that make us strong. We are proud of our superior services as measured by quality outcomes.

*Compassionate Care* - We treat every child, every family, each other, our visitors and our vendors with respect, kindness, hope, joy and good humor. We display our helpful, healing, family-centered spirit at every opportunity. We recognize the

importance of playfulness in human interaction and in the health of children. We look for ways to ease suffering and provide comfort.

*Integrity* - We are honest, ethical and responsible in our work and in the way we deal with others. We keep our promises and admit our mistakes. We know ourselves and we avoid hidden agendas. By the way we live our lives everyday, we are worthy of the trust people place in us.

*Innovation* - We embrace change, creativity, continuous learning and personal growth. We incorporate new ideas, technology and methods to improve the health care and services we provide. We anticipate future trends and we create strategic plans to insure future growth and continued vitality.

*Collaboration* - We build enduring internal and external relationships, joining with colleagues across organizational boundaries to improve the care and services we provide. We encourage and reward both individual and team achievements. We put the common good ahead of narrow interests.

*Stewardship* - We are resourceful, adaptable and resilient. We have a “can do” attitude that gets the job done. We are fiscally responsible and efficient with our time. We protect our reserves and manage our operating costs in order to invest in our future. We are each personally dedicated to making Children’s Hospital better because we were here.

## **Commitment to the Community**

As a not-for-profit organization governed by its own Board of Trustees, Children’s Hospital is solely committed to addressing the medical needs of our region’s sickest children. With 220 physicians and almost 2,200 full-time equivalent employees, Children’s Hospital performs more than 11,000 pediatric surgeries a year and the hospital’s Neonatal and Pediatric Intensive Care Units have some of the lowest mortality rates in the country while treating some of the sickest children.

While providing high quality patient care is the single greatest contribution the hospital makes towards advancing the health and wellbeing of children, the hospital also appreciates that it is uniquely positioned to support the needs of children in other ways as well.

As an extension of the hospital’s mission and vision, the goal of Children’s Hospital’s Community Benefits Program is to advance the health and wellbeing of underserved, medically needy children through collaboration and common concern. This Community Benefits Report summarizes the contributions provided by Children’s Hospital to its community for fiscal year 2010 (October 1, 2009 thru September 30, 2010).

## **II. SERVICE AREA DEMOGRAPHICS AND PATIENT VOLUME**

### **Service Area Demographics**

As the only pediatric specialty hospital located in Central California, Children's Hospital's primary service area extends from Stockton in the north to Bakersfield in the south, and from the Central Coast to the Eastern Sierra. The service area includes 10 counties, covers over 45,000 square miles and is home to over 1.2 million children ages 0 – 17.

### **Children's Hospital's Patient Volume**

In 2010, Children's Hospital had 13,330 inpatient cases, 67,120 Emergency Department visits and a combined 155,999 outpatient center, day surgery, radiology and laboratory visits. Medi-Cal benefits covered 73% of the inpatient cases and 63% of the outpatient visits at Children's Hospital. Over 70% of the hospital's inpatient population consisted of children 5 years of age or younger and over 2/3 were an ethnicity other than Caucasian.

## **III. ASSESSING AND UNDERSTANDING COMMUNITY NEEDS**

Children's Hospital's Community Benefits Program is built upon the outcomes of a collaborative community health needs assessment that includes the following activities.

*Formal Needs Assessment* – Consistent with state law, Children's Hospital completes a formal assessment of unmet health care needs among children every three years. The hospital's last assessment was completed in August 2008 and included the following activities.

- Stakeholder Interviews – The hospital interviewed leadership from nearly two dozen community based organizations, including county health departments, county offices of education, school districts, primary care clinics, and a variety of private non-profit agencies providing services to underserved children and their families.
- Health Status Indicators - The hospital also conducted an extensive review of available county and state data reports on key health status indicators for children. Data sources consulted included the California Department of Health Care Services' *County Health Status Profiles, 2007*; the Great Valley Center's *Assessing the Region Via Indicators – Public Health and Access to Care, 2007*; the California Health Interview Survey, 2007 administered by the UCLA Center for Health Policy Research, and;

the California Department of Public Health's *Immunization Kindergarten Assessment, 2007*.

In partnership with community based organizations, both public and private, Children's Hospital currently is conducting its next triennial community health needs assessment that will be used to inform the development of the hospital's Community Benefits Program activities for 2012 – 2014.

*Participation in Community-Based Organizations* – Children's Hospital participates in a number of community-based organizations and initiatives that keeps the hospital current on community health needs and allows the hospital to make adjustments to its Community Benefits Program activities. Examples of organizations and initiatives in which the hospital was involved in 2010 include the following.

- Central California Coalition of Child Abuse Prevention Councils
- Central California Children's Institute
- Central Valley Health Policy Institute
- Central Valley School Health Advisory Panel
- Childhood Obesity Prevention Task Force
- Children's Health Initiative for Fresno County
- County Pediatric Death Review Teams
- Exceptional Parents Unlimited
- Fresno Healthy Community Access Partners
- Fresno-Kings-Madera Regional Health Authority
- Interagency Council for Children (Fresno and Madera Counties)
- Kern County Medically Vulnerable Infant Project
- March of Dimes Central Valley Division
- Safe Kids Central Valley

*Children's Hospital's Community Benefits Advisory Committee* – The hospital's Community Benefits Advisory Committee, which convenes twice per year, provides oversight and direction regarding the development and implementation of the hospital's Community Benefits Program.

Using the information and input received through the needs assessment and from its ongoing engagement with the community, the Committee agrees upon priority needs and develops and monitors programs or interventions to address those needs. The Committee consists of both administrative and clinical leadership from various hospital departments.

#### **IV. A SNAPSHOT OF COMMUNITY HEALTH NEEDS IN 2010**

According to data reported by the state of California (County Health Status Profiles, Department of Health Care Services, 2010), children in Central California are disproportionately disadvantaged when compared to children in other parts of the state and nation. Consider the following statistics for the eight county region including San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern counties.

- Infant Mortality: 6.1 deaths per 1,000 live births in the eight county region compared to 5.3 statewide
- Prenatal Care: 24% of live births with late or no prenatal care in the eight county region compared to 16% statewide
- Teen Births: 56 births per 1,000 population in the eight county region compared to 37 statewide
- Children Living in Poverty: 22.5% in the eight county region compared to 16% statewide

Additionally, children in these counties suffer higher rates of asthma, have lower preschool enrollments rates, higher school drop out rates, higher percentages of uninsured, and higher rates of obesity when compared to statewide averages. (Sources: ChildrenNow.org and KidsData.Org).

The short-term and long-term implications of these statistics are significant. For children and their families, it means chronic illness accompanied by frequent visits to physician offices, clinics or hospital emergency rooms, missed days at school, and missed days at work. For service providers like Children's Hospital, it means already scarce resources are stretched even thinner to address significant health needs. The opportunity is for health services providers and the broader community to address these and other health challenges facing our region's children through collaboration and common concern.

#### **IV. COMMUNITY BENEFITS PROGRAM**

A community benefit is generally defined as a clinical or non-clinical program or service that

- provides treatment and / or promotes health and healing in response to an identified community health need or service gap identified through the community needs assessment process,
- is intended to benefit the community as opposed to the hospital, and
- results in a low or negative financial margin for the hospital.

Also included in the definition is the provision of charity care and the unreimbursed cost of providing health care services to those enrolled in public programs, such as Medi-Cal or county indigent programs.

For FY 2010, Children's Hospital dedicated in excess of \$13,240,615 in community benefits that continue the hospital's long tradition of being an active and integral part of Central California. A summary of the hospital's Community Benefits Program activities is provided below.

### **Community Health Needs**

Children's Hospital partners with a variety of community-based organizations to help address issues identified through the community health needs assessment, including the following.

*Child Abuse Prevention* - Preventing and protecting children from abuse and neglect form the cornerstone of The Guild's of Children's Hospital Child Abuse Prevention and Treatment Center. In partnership with a number of private and public agencies, the Program provided education, leadership, and direct services for children who were victims of abuse and to parents and community-based organizations to help prevent abuse.

*Capacity for Meeting the Needs of Medically Complex Children* – Children's Hospital recognizes the critical role that community based providers and organizations play in meeting the needs of medically complex children and is committed to making sure they have the clinical skills to take care of this patient population.

School Nurses - To help ensure these children receive medically appropriate care at school, Children's Hospital partnered with the California School Nurse Organization and individual school districts to provide training to school nurses on a variety of clinical procedures, including care of gastrostomy tubes and tracheostomy tubes.

Additionally, Children's Hospital participated in and hosted the School Health Advisory Panel's quarterly meetings. The Panel is a consortium of school district health directors throughout the Central Valley that serves as a link between school-based health care professionals and Children's Hospital for the purpose of identifying and addressing emerging issues impacting the health and wellbeing of students in grades K – 12.

Referring Hospitals / Community Based Organizations - Children's Hospital provided significant outreach education to referring hospitals and community based organizations to make sure they have the clinical expertise needed to care for medically complex children. Examples include a) Development of a Neonatal Stabilization Program in which clinical and educational staff from

Children's Neonatal Intensive Care Unit worked with staff from other hospitals to improve the health outcomes of newborns and infants and b) Education to primary care providers on how to care for children with diabetes.

Primary Care Physicians (\$32,667) – In 2010, Children's Hospital provided 21 separate continuing medical education programs to a total of 286 primary care providers. Pediatric subspecialty physicians from Children's Hospital served as the featured faculty, providing community based physicians with guidance on how to manage a host of complex pediatric medical conditions in the outpatient setting, including obesity, cancer, neurological conditions, asthma therapy and compliance, headaches, and many others. Programs were provided at locations throughout the hospital's service area, including Bakersfield, Madera, Merced, Modesto and San Luis Obispo.

*Developmental Disabilities* – Children's Hospital helped improve care coordination for childhood with, or at risk for, developmental disabilities through its participation in Fresno First 5's Model of Care Partnership Oversight Committee and the Kern Medically Vulnerable Infant Project.

*Injury Prevention* - Recognizing that unintentional injury is the nation's leading cause of death in children, Children's Hospital operates an Unintentional Injury Prevention Program to increase community awareness of childhood injuries and those measures that can be taken to decrease their prevalence throughout Central California.

Supported by a cast of 25 hospital employee volunteers, the Program covered the following topics in 2010: Child Maltreatment, Distracted & Reckless Teen Driving, Pediatric Trauma, Water Safety, Wheeled Sports Safety, Child Passenger Safety, the Choking Game, Munchausen by Proxy Syndrome, and Shaken Baby Syndrome.

The Program provided education to over 46,700 children and families at a host of community based venues throughout the Central Valley. In addition, the hospital provided training and conducted outreach to 2,229 health care professionals at national, state, and regional conferences. The Program also provided workshops and in-services for education, law enforcement, and child welfare professionals.

Children's Hospital also supported trauma care coordination activities organized through county Emergency Medical Services Agencies, and was a \$1,000 sponsor of the Fresno County Trauma Intervention Program.

*Obesity Prevention* - Children's Hospital founded the Childhood Obesity Prevention Task Force, a consortium of public and private agencies in Fresno and Madera counties committed to reducing the incidence of childhood obesity through networking among peer agencies, coordination of services, and implementation of best practices. Activities supported by the Task Force in 2010

included increased coordination among existing programs and the development of a work plan to support primary care physician efforts to prevent or manage childhood obesity. Children's Hospital contributed \$3,000 towards the development of the work plan.

For its commitment to childhood obesity prevention, Children's Hospital was recognized by the Central Valley Health and Nutrition Collaborative as a 2010 "Central Valley Champion for Health Care".

*Poison Control (\$53,703)* - The Central California Poison Control Center is located on the Children's Hospital campus and receives a donation of office space and supplies.

In addition to providing emergency telephone advice regarding poison exposures, the Poison Control Center operates several programs critical to a culturally diverse, agriculturally based community like the Central Valley. The Center has been expressly responsive to the growing and largely underserved Latino population by developing specialized teaching tools and program interventions in Spanish, and providing customized trainings for community health workers in Spanish. Also, the Center contracts with the State Department of Pesticide Regulation (DPR) to assist physicians in complying with mandatory reporting requirements for pesticide exposures. The Poison Control Center also provides the state DPR with case data and information on the health issues related to pesticide exposure in California.

*Other (\$7,000)* - Children's provided support to other programs that target the needs of underserved children or broader community based health issues including Camp Taylor (a summer camp for children with cancer and their families), the American Heart Association, and the Junior League of Fresno.

## **Health Care Work Force Development**

Children's is committed to promoting an adequate supply of highly trained professionals to meet our region's future demand for pediatric health care services. Activities supported by the hospital in 2010 included the following.

*Support for Nursing Faculty (\$11,078)* – Children's Hospital supported two staff to teach at a local community college based registered nursing program.

*Valley Coalition for UC Merced Medical School* - The proposed medical school at UC Merced will play a critical role in ensuring that the Central Valley has the physicians, including pediatric specialists, needed to take care of a growing population. Children's Hospital continued to provide guidance and advocacy in support of the school's development.

*Hematology Class (\$3,800)* - Children's Hospital made a donation to California State University, Fresno for a Hematology Class taught at Children's Hospital.

*Association of PeriOperative Nurses (\$500)* – Children's Hospital provided support for the continued education and training of operating room nurses.

*Pediatric Residency Program (\$1,514,336)* - Children's Hospital is a major affiliate of the University of California San Francisco - Fresno Pediatric Residency Program. Structured as a three-year fully accredited post-graduate residency, the training program is helping to address the critical shortage of both pediatricians and pediatric subspecialty physicians in the Central Valley by offering rotations in general pediatrics, pediatric surgery, family practice, and emergency medicine. In 2010, 30 medical school residents received training at Children's Hospital.

### **Community Health Education**

Community health education is a paramount priority to the hospital, which has a long-standing commitment to providing community wellness and prevention education programs. Classes were offered at the hospital as well as at other community venues. Classes were taught by Children's Hospital professionals who have spent years studying and gaining experience in their chosen fields. Classes were open to the community at no cost. Examples of classes offered in 2010 include the following.

*Asthma Basics* - This class provided information about controlling asthma; proper use of medications; peak flow meters; meter dose inhalers and spacers; recognizing early warning signs of asthma; environmental control and what triggers an asthma attack.

*CPR for Family and Friends* - Offered to families who were taking a child home from Children's, this class presented information on the American Heart Association's (AHA) pediatric chain of survival, signs of choking, prevention of sudden infant death syndrome, and prevention of the most common fatal injuries in infants and children. The course also presented information about the AHA adult chain of survival and signs of cardiac arrest, heart attack, stroke and choking in adults.

Children's Hospital also provided access to educational information via its website, include the following two services.

*E-Health Newsletter (\$18,000)* - Children's Hospital appreciates how difficult it is for parents to keep up with all the latest child health and safety information. E-Health Newsletter provides trusted, credible child health and safety information from hospital pediatric experts as well as other experts from around the country. Most important, families are able to customize the information to meet a child's health and safety information needs.

*Health Encyclopedia (\$9,000)* – The Children’s Health Encyclopedia contains thousands of pages of information on pediatric diseases, conditions and treatments, as well as sections on how to keep kids healthy. The encyclopedia is available in English and Spanish.

## **Family Assistance**

Family centered care is a cornerstone of Children’s Hospital. The Hospital understands that families must be given support and resources to effectively participate in their child’s care.

*Care Pages (\$2,385)* - Through the Care Pages program, Children’s Hospital offers families a free web site through which families create their own web page to stay in touch with family and friends during times of illness or injury.

*Culturally Competent Health Care* - With a service area that is home to over 100 documented languages and 37 distinct cultures, Children’s Hospital is committed to meeting the needs of a very diverse patient population. As it has done for years, the hospital in 2010 provided language assistant 24 hours a day, seven days a week. Children’s Hospital also worked with a variety of ethnic groups to ensure that the hospital was providing care in as culturally sensitive a manner as possible.

For its commitment to culturally competent health care, Children’s Hospital was recognized by Fresno Interdenominational Refugee Ministries as a “Community Partnership Builder” in 2010.

Children’s Hospital was also recognized by the Hmong Health Collaborative (HHC) for its participation in a two year program designed to increase understanding between the hospital and Hmong spiritual healers, or Shamans. Through the program, hospital staff received training in Shamanism and its healing practices, and Shamans received training in Western medicine and on hospital facilities and regulations. HHC is a group of nine community-based organizations that helps providers better meet the need of the Hmong population.

*Transportation (\$124,004)* - Children’s Hospital’s Social Work Department assisted families with transportation by providing taxi vouchers and bus tokens. In addition, Children’s Hospital subsidized bus and transit services from Fresno and the Kings County rural areas. Public transportation has been a problem in the Central Valley for years and thus Children’s Hospital is continuing to work with the community to improve public transportation and in turn improve access to care.

*Cafeteria Meals (\$49,765)* - Meal coupons were provided to breast feeding moms whose infants were in the hospital. Social Workers also provided patients’

families with meal coupons when they arrived and were not prepared for a long stay at the hospital.

*Family Assistance Fund (\$23,535)* - When support for services were not available through a community program or another funding source, social workers were able to access these hospital funds to help patients and families obtain items needed upon return home or assist with transportation for follow up care.

*Enrollment into Health Insurance (\$193,309)* – Children’s Hospital commits significant resources in helping families find health insurance coverage for themselves and their uninsured children. With the support of both financial counselors employed by the hospital as well as a contracted vendor with expertise in enrollment services, Children’s Hospital screens uninsured and under-insured families for eligibility in Medi-Cal, Healthy Families, the California Children’s Services Program, as well as the Children’s Hospital Financial Assistance Program (Charity). Once eligibility is determined, the hospital assists in the completion of applications, and submits applications to the appropriate processing or funding agencies.

*Big and Little Heroes (\$638)* - Big and Little Heroes is a collaboration between Children’s Hospital, California State University, Fresno, and the Fresno Downtown Rotary through which patients at the hospital are paired with university athletes. The program provides a rewarding mentoring opportunity for the students and gives the patients something special to look forward to all through the year.

### **Commitment to Medi-Cal**

Children’s Hospital’s commitment to serving its community is evidenced by the large number of patients its serves that are covered by Medi-Cal. In 2010, of the hospital’s 13,330 inpatient cases, 9,327 were covered by Medi-Cal. The Hospital has historically been able to negotiate increases to its Medi-Cal inpatient reimbursement. These increases, however, have not offset the rising cost of care for these patients and in recent years, cutbacks in government funding continue to put pressure on the hospital’s ability to provide care. In addition, the Medi-Cal outpatient fee schedule reimbursement remains significantly below cost.

The combined net effect of total Medi-Cal reimbursement and disproportionate share funding (DSH) in relation to the cost of these services resulted in a net loss to the hospital in 2010 of \$11,089,895. This figure is separate from and does not include the community benefit activities and expenses noted in previous sections.

## **Charity Care**

In keeping with our Mission, Children's Hospital continues to accept all patients, regardless of their ability to pay. In 2010, Children's Hospital provided \$103,000 in charity care. The amount represents costs associated with patients who meet certain criteria under the hospital's charity care policy without charge, or at amounts less than its established rates in relation to the cost of these services. Charity Care includes county indigent and free care, which is based on the patient's inability to pay for services. In order to assist families with ongoing care needs, Children's Hospital's Financial Assistance policy requires patient families to apply for appropriate government funding in conjunction with applying for financial assistance (charity care). As a result, many families qualify for government programs and do not ultimately require charity care. The hospital's charity care amount is separate from and does not include the community benefit activities and expenses noted in previous sections.